

Benson, Goodman, Schiff, Zimmermann

Resolution to Implement the “Focus Minneapolis” Initiative to Strengthen Planning and Community Development in the City of Minneapolis

Whereas, the City of Minneapolis faces severe community development challenges, including rapidly rising property values and slow growth of new housing opportunities, resulting in a critical shortage of housing affordable to low- and moderate-income residents, and job growth rates that significantly lag the suburbs and peer cities; and

Whereas the City of Minneapolis faces additional challenges in the related areas of transportation, education and community building; and

Whereas, the City of Minneapolis faces significant budget challenges due to the economic slowdown and changes in state tax law, which have sharply reduced financial resources available for development activities and require difficult choices between development opportunities; and

Whereas, the City of Minneapolis has many planning documents that outline development priorities, but lacks clear, citywide development goals with measurable short- and long-term outcomes; and

Whereas, the City of Minneapolis and its neighborhoods have over 80 existing development plans, but no established process to coordinate or implement these plans in an integrated fashion; and

Whereas, many residents, neighborhood organizations and businesses report that it is difficult to do business with the City of Minneapolis because of the City’s lack of clear development goals and decision-making processes, and because of its complex and confusing organizational structure; and

Whereas, the City of Minneapolis has very capable staff working on planning and development activities in several City departments and entities, but no central manager or systematic process to coordinate their activities and resolve conflicts when they arise; and

Whereas, the City of Minneapolis engaged the services of McKinsey and Company to conduct an extensive study of its planning and development functions, which included extensive input from internal and external stakeholders, and has received a report entitled *Strengthening Community and Economic Development in Minneapolis* documenting their recommendations; and

Whereas, the Community Planning and Economic Development (CPED) Work Group has hosted a series of public and staff meetings to receive comments on the report and has also received technical review reports from a Staff Advisory Team on relevant finance, personnel, legal and policy issues;

Now, Therefore, Be It Resolved by The City Council that The City of Minneapolis:

1. Establish housing and economic development as the City's top development priorities, and set specific, measurable development goals to monitor annual progress on these priorities.

2. Work with its partners to support and monitor progress on the critical, related priorities of transportation, education, and community building.

3. Strengthen processes to improve strategic planning and development management:

a. Strategic Planning: Conduct a major reevaluation of development priorities, goals, strategies and organization every four years. Annually review progress against goals and refine strategies as necessary.

b. Performance Management: Initiate regular goal setting and strengthen performance evaluation for individual departments with clear management procedures if goals are not met.

c. Project Prioritization and Selection: Establish a consistent, public process to make clear choices between development options based on City priorities, goals, and strategies.

d. Customer Service Improvement: Conduct regular diagnosis and repair of problems with development and regulatory processes that make it difficult to do business with the City.

4. Begin the process of changing the City's organizational structure to increase accountability, improve coordination, and align the organization with the priorities and processes established above, specifically:

a. Create the Office of Community Planning and Economic Development (CPED) to oversee and coordinate all City planning and development activity, including the transition from the current organizational structure to the new structure described below.

b. Adopt the structure of and start organizing four new departments under the Office of CPED: Neighborhood and Community Planning, Development Services, Housing Development and Business Development (see attached organizational diagram). Incorporate the Neighborhood Revitalization Program and functions of the Minneapolis Community Development Agency, Planning, Regulatory Services, and Public Works transportation and infrastructure planning into the CPED structure.

c. Start the process of bringing a fifth department – the current Department of Health and Family Support – under the Office of CPED as the Human Development Department.

d. Authorize the Mayor, with confirmation by the Executive Committee and City Council, to appoint the initial management team, including the CPED Director and the heads of the Neighborhood and Community Planning, Development Services, Housing Development, Business Development, and Human Development departments, by January 1, 2003.

5. In order to implement the actions outlined above:

a. The City Coordinator is directed to include the discussion of specific language and expectations for the City's development priorities as described in parts 1 and 2 above as part of the fall 2002 Mayor and Council strategic planning process.

b. The CPED Director is directed to develop a business plan for CPED using the City's business planning model, incorporating the City's development priorities as described in parts 1, 2 and 3a above. The business plan will articulate specific strategies to achieve the City's development priorities.

c. The affected agencies and departments are directed to work with the City Coordinator to refine their key performance measures to serve as baseline for the future. These performance measures will be revisited as part of the performance management process described in part 3b above.

d. By November 1, 2002, the Planning Director is directed to review all current project and plan approval processes and develop appropriate changes, for Council consideration, that would implement the policy direction of part 3c above. The Planning Director is further directed, by the same date, to convene a staff team comprised of affected departments and agencies, including MCDA, NRP, and Public Works, to assist with this task and to prepare recommendations for Council consideration.

e. By November 1, 2002, the CPED Staff Advisory Team [when hired, the Development Services Department head] is directed to develop, for Council consideration, a package of recommendations for policy and process improvements that would implement the policy direction of part 3d above. The Team [or Development Services Department head] is further directed to consider the recommendations of the Mayor's Small Business Task Force as part of this review.

f. By November 1, 2002, the City Coordinator and City Attorney are directed to prepare, for Council consideration, legal options including amendments to applicable special laws and state statutes, and charter and ordinance amendments to accomplish the policy directions described in parts 4a-4d above.

g. By November 1, 2002, the City Coordinator is directed to prepare, for Council consideration, a recommendation regarding the future administration of the Convention Center, Animal Control and Traffic Control functions, which are excluded from the CPED structure described in part 4b above.

h. By November 1, 2002, the City Coordinator and City Attorney are directed to prepare, for Council consideration, the necessary personnel, appropriation, office space, and other actions to implement the decisions described in part 4d above.

i. By November 1, 2002, the City Coordinator is directed to consult with labor representatives and develop, for Council consideration, a personnel transition strategy that addresses potential impacts on affected employees.

Attachment: organizational diagram referenced in part 4b above.